Resiliency

DA Civilian Resiliency Training Part II (Icebergs, Energy, and Problem Solving)

Mission and Vision

Mission: Develop a **strong**, **resilient** workforce (Soldier and Civilians) through **resiliency training.**

End state: Sustain a resilient workforce that **stands shoulder** to **shoulder**, able **overcome** challenges and **bounce back** from **adversity**

Task, Conditions, Standards

Task: Learn that deep beliefs may be operating when an emotion or reaction seems out of proportion to what you're thinking in the heat of the moment.

Conditions: Within a classroom/small group environment and 90 minute timeframe.

Standards: Understand that self-awareness is a primary target of Detect Icebergs

Detect Icebergs

Key Principles

An internal skill: Use it to understand and control your own ER (Emotions, Reactions).

Choose the depth: It's your choice about how deep you go. Stop when it feels right to.

Thinking Traps vs. Icebergs: Thinking Traps (TTs) are narrow; Icebergs are deep.

Sometimes Icebergs drive our TTs.

What not Why: "What" questions lead to depth; "Why" questions lead to defensiveness.

Self-awareness: Detect Icebergs builds all of the MRT competencies; Self-awareness is a primary target.

Bottom Line Up Front

Detect Icebergs helps to build Self-awareness.

Identifying Iceberg Beliefs allows us to reinforce or change them.

Knowing that they've been activated gives us control over our Emotions and Reactions.

Effective civilians stay in control under tough circumstances.

Indicators that Detect Icebergs Would Be Helpful

Your emotions are out of proportion to what you're thinking in the heat of the moment.

The intensity of your reaction surprises or confuses you.

You notice strong Thinking Trap patterns.

Surface Thoughts vs. Iceberg Beliefs

Surface Thoughts: Are on the surface of our awareness–we can easily “tune in” to them

Iceberg Beliefs: Are deeper rules for how the world “should” operate, assumptions about ourselves and others, core values

Examples of Iceberg Beliefs

I am strong.

People can’t be trusted.

The world is a dangerous place.

People should be treated with dignity and respect.

Asking for help is a sign of weakness.

Going to a counselor means you’re not a real Civilian.

civilians don’t understand Civilians.

???

Sunday is Football Day

Mr. Smith returned from deployment six weeks ago. As he's sitting down to watch Sunday afternoon football with his son, his wife reminds him that the sink is still leaking. Smith thinks to himself, "It's just a small leak. I'll fix it later." Smith becomes enraged, gets in his wife's face, and yells "Back off!"

ATC

AE (who, what, when, where):

Thoughts:
What he said to himself in the heat of the moment

Consequences:
ER: Emotions, Reactions

Ask yourself: Is my reaction helping or harming?

Mr. Smith calls his "bad friend."

Smith: Hey, I almost didn't get a chance to watch the game. Things got pretty ugly over here. My wife started harping on me about fixing the sink. Do you believe her? What's her problem?

Friend: Yeah, no kidding. She knows that Sunday is your football day.

Friend: It's just one day a week. She should really let up. Don't you have a long "honey-do" list besides that?

Friend: Why didn't she get your son to do it? Is she babying him?

Mr. Smith calls his "good friend."

Smith: Hey, I almost didn't get a chance to watch the game. Things got pretty ugly over here. My wife started harping on me about fixing the sink. Do you believe her? What's her problem?

Friend: Man, that's rough.

Friend: What was the worst part about that whole situation for you?

Friend: Assuming that's true (that she knows Sundays are your football day), what's so upsetting about that?

Private Smith calls his “good friend.” (cont)

Friend: Assuming she harps on the one thing you haven’t done, what does that mean to you?

Friend: What’s the worst part about her not appreciating you?

Friend: Assuming it’s true that she doesn’t respect who you are as a husband and father, what does that mean to you?

To Detect Icebergs

Use “What” not “Why” questions.

Ask the questions in any order.

Repeat back the belief that came before.

Stop when the Iceberg explains the Consequences or you’re close enough.

- What is the most upsetting part of that for me?
- What does that mean to me?
- What is the worst part of that for me?
- Assuming that is true, what about that is so upsetting to me?

What are your Iceberg Beliefs?

You have three minutes.

Come up with as many Iceberg Beliefs of your own as you can.

Once you've identified your Iceberg, ask yourself:

- Is this Iceberg helping or harming me in this situation?
- Is this Iceberg something I still believe/value?
- Is this Iceberg accurate in this situation?

When is Detect Icebergs needed?

AE (who, what, when, where): Bob's brother moves his grill to a new location.

Thoughts:
What he said to himself in the heat of the moment

Bob thinks, "It would have been nice for him to ask me first."

Consequences:
ER: Emotions, Reactions

Intense sadness. Becomes withdrawn from family for several hours.

When is Detect Icebergs needed?

AE (who, what, when, where): Marc's buddy is late for a planned workout session.

Thoughts:
What he said to himself in the heat of the moment

Marc thinks, "I wonder what happened."

Consequences:
ER: Emotions, Reactions

Extreme anxiety, heart palpitations. Called friend's cell phone repeatedly.

When is Detect Icebergs needed?

AE (who, what, when, where): Someone cuts you off on the highway.

Thoughts:
What he said to himself in the heat of the moment

You think, “He could have killed me!”

Consequences:
ER: Emotions, Reactions

Strong anger. You tell your spouse about it when you get home.

Detect Icebergs Practice

Activity:

Practice the skill using the worksheet. Take turns in the “coach” role.

Detect Icebergs: Debrief

What did you learn through this exercise?

What was it like to use the “What” questions?

How did being asked “What” questions affect your ability to explore your beliefs?

Applications

How do your Icebergs contribute to your effectiveness in the Army and your family?

How do your Icebergs undercut your effectiveness in the Army and your family?

How can you use the skill of Detect Icebergs to make yourself a better Civilian, friend, or family member?

How do Icebergs get in the way of you asking for help if and when you need it?

Check on Learning

What is the skill? Detect Icebergs is used to identify and evaluate deep beliefs or values that are driving our Emotions and Reactions.

When do I use it? Use Detect Icebergs when your Reaction seems out of proportion and is undermining your performance or effectiveness. Use it with others only when an appropriate relationship exists.

How do I use it? Ask yourself the series of “What” questions to identify the Iceberg. Once the Iceberg is identified, ask yourself questions regarding the usefulness, accuracy, and flexibility of the belief.

Resiliency

Energy Management

Task, Conditions, Standards

Task: Use energy management strategies to regulate emotion and energy levels and enable critical thinking and optimal performance.

Conditions: Within a classroom environment and 90 minute timeframe.

Standards: Understand that self-regulation is a primary target of Energy Management

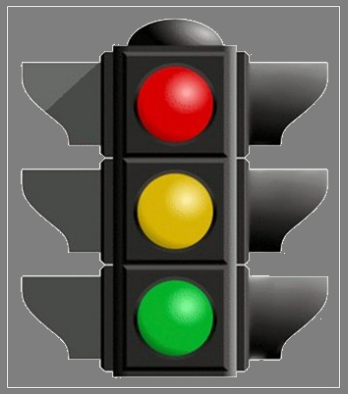
Energy Management

Key Principles

Practice: These techniques require practice in order to derive full benefit.

Double Up: Energy Management can be used in conjunction with other skills in the program.

Self-regulation: Energy Management builds all of the MRT competencies; Self-regulation is a primary target.



Bottom Line Up Front

Energy Management helps to build Self-regulation.

These strategies lower the intensity of emotions so you can think and respond more clearly and with greater control.

They have been used effectively in a variety of settings including sports, the workplace, and clinical settings with chronically ill patients.

How do you manage your energy and rejuvenate?

Mental Games

Principles for designing mental games:

- Must require your full attention
- Should be hard and fun
- Must be games you can do within a few minutes

Mental Games

Math games: Count back from 1,000 by 7s.

Alphabet games: Work your way through the alphabet, naming someone for each pair of initials.

Categories games: Name all the sports figures, war heroes, etc. you can in two minutes.

Army alphabet: Repeat it backwards.

Lyrics: Recite upbeat song lyrics.

Energy Management Techniques

Controlled Breathing

Progressive Muscle Relaxation

Meditation

Positive Imagery

Progressive Muscle Relaxation

- Do controlled breathing for two minutes.
- As you breathe in, make fists and tense your hands and lower arms.
- Keep your muscles tight for the count of fifteen.
- As you exhale, relax the muscles quickly and concentrate on the feeling of relaxation.
- Do twice, take a minute break and then move on to the next muscle group.
- For each group tense the muscles for fifteen seconds, then relax them for thirty seconds.
- After each muscle group, take a minute break before continuing to the next muscle group.

Applications

How can Energy Management help you be most effective and cope with stress?

How can Energy Management be incorporated into the civilian’s general fitness plan?

Check on Learning

What is the skill? Energy Management strategies are used to regulate emotion and energy levels to enable critical thinking and optimal performance.

When do I use it? Use Energy Management strategies whenever you want to regulate the intensity of your emotions and energy so that you can effectively cope with a situation and enhance your performance.

How do I use it? Use Controlled Breathing, Progressive Muscle Relaxation, or Meditation to relax. Use the mental games to refocus your thinking on the task at hand.

Resiliency

Problem Solving

Task, Conditions, Standards

Task: Use energy management strategies to regulate emotion and energy levels and enable critical thinking and optimal performance.

Conditions: Within a classroom environment and 90 minute timeframe.

Standards: Understand that self-regulation is a primary target of Problem Solving

Problem Solving

Problem Solving: Key Principles

Identify the causes: Use the Critical Questions to identify causes that you initially missed.

Avoid the Confirmation Bias (or Velcro/Teflon Effect): The Confirmation Bias can interfere with accuracy. So work around it.

Slow down: For problems that don't require quick solutions, slow down and get more information.

Mental Agility: Problem Solving builds all of the MRT competencies; Mental Agility is a primary target.

Bottom Line Up Front

Problem Solving helps to build Mental Agility.

You first have to understand a problem before you can effectively solve it.

Being a successful Civilian requires that you're able to solve problems effectively without getting bogged down in old habits of thinking.

The goal is to include any critical information you missed so that you can understand the problem and focus on solution strategies.

Effective Problem Solving

Focus on thoughts about WHY the problem happened.

Identify the contributing factors that caused the problem through Critical Questions and evidence.

Evaluate which factors are controllable.

Develop solution strategies that will bring about positive change.

Problem Solving Case Study

You're assigned as a physical fitness instructor/health advisor (20 years of experience) for the 82nd Airborne Division to assist their leadership in preparing their civilians for the physical strain of deployment. Having arrived approximately two weeks ago after taking thirty days of vacation , Mr. Smith showed up extremely out of shape but you have lost five pounds in the last two weeks. While on vacation you slept, ate, ate, ate and drank plenty of beer. You had previous struggled with a few nagging injuries, however despite your better judgment, did nothing during vacation to rehabilitate. Mr. Smith is not to motivated and is struggling with getting back into shape. He can barely completed runs with the civilians (who are not in the best shape) and routine fitness exercises have become challenging. Mr. Smith is homesick, haven't yet connected well with the military leadership and misses his fiancé, Sally. He hasn't formed a bond with the civilians or leadership who calls him "Tubby Tubby" and tells him that he doesn't have the heart to be with the paratroopers. He says "you'll be out of here in less than 30 days."

Step 1: What's the problem? Who, what, when, where

Who: Me

What: Out of shape, nagging injuries, miss fiancé, CSM/leadership on my back.

When: During runs/exercises/work hours, downtime

Where: On the field, work place, home

Step 2: What caused the problem?

Next you'll list your heat-of-the-moment thought(s) about what caused the problem and pie chart those thought(s) so that the more the factor(s) contributed to the problem, the bigger the slice.

This is your brain.

Step 3: What did you miss?

Then, with your partner, you'll use three Critical Questions to identify other factors that may have caused the problem.

- How did others or circumstances contribute?
- How did I contribute?
- What specific behaviors contributed to the problem?

I just got here. I'm new.

I spent my entire vacation eating, drinking beer and laying around and I got out of shape.

I have not worked on rehabilitating my injuries.

I've been unmotivated, it's been difficult getting back into shape.

Step 4: What's the evidence?

Then, with your partner, you'll discuss the evidence for and against the factors you've identified in Steps 2 and 3. Record critical evidence you identify.

Gathering Evidence: Not as Easy as it Sounds

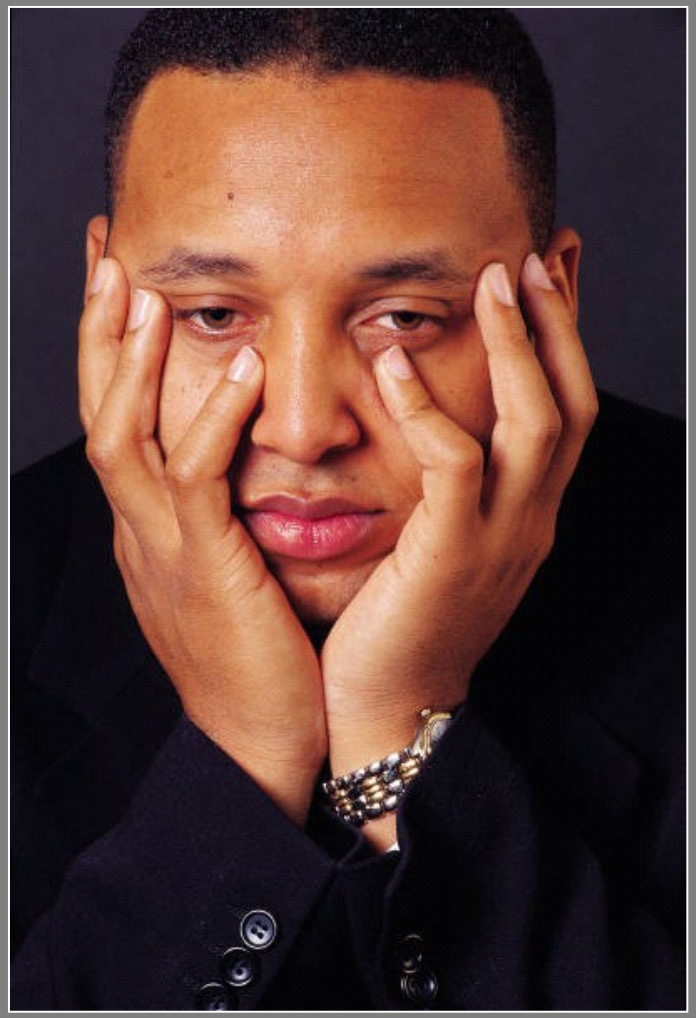
The Confirmation Bias causes us to notice the evidence that fits our thoughts and to miss the evidence that contradicts our thoughts.

We call this the Velcro/Teflon Effect.

Evidence that fits our thoughts sticks.

Evidence that contradicts our thoughts slides off.

“I’m soup sandwich.”



“I don’t have what it takes.”

Velcro	Teflon
Out of shape	I have 20 years of experience and know what to do
Nagging injuries	Finished all runs with the Soldiers
CSM called me “Tubby Tubby” last week	I’ve lost five pounds and it’s only been two weeks

Fight the Confirmation Bias or Velcro/Teflon Effect

Tips to fight against the Confirmation Bias or Velcro/Teflon Effect:

Distance yourself from your thought. Write it down.

Be neutral. Ask fair questions.

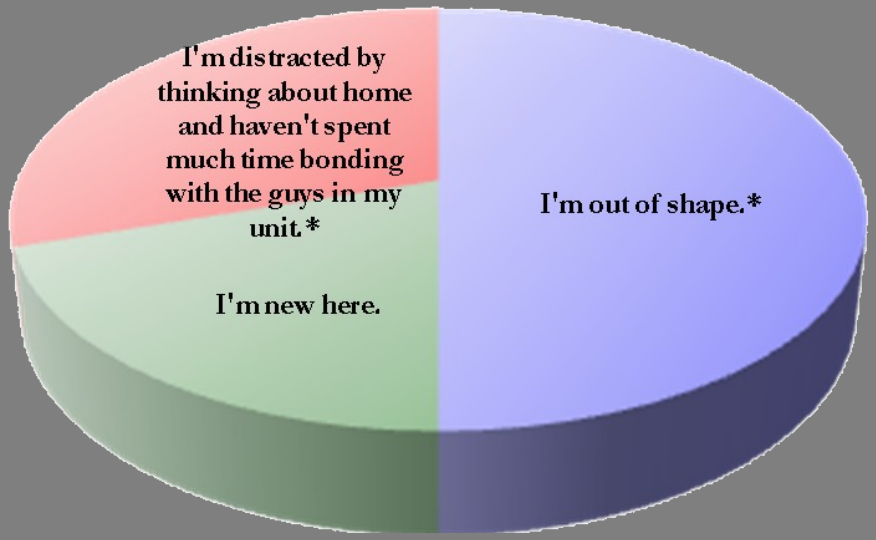
Consult with others.

Prove your thoughts false. What would you notice if you had another thought?

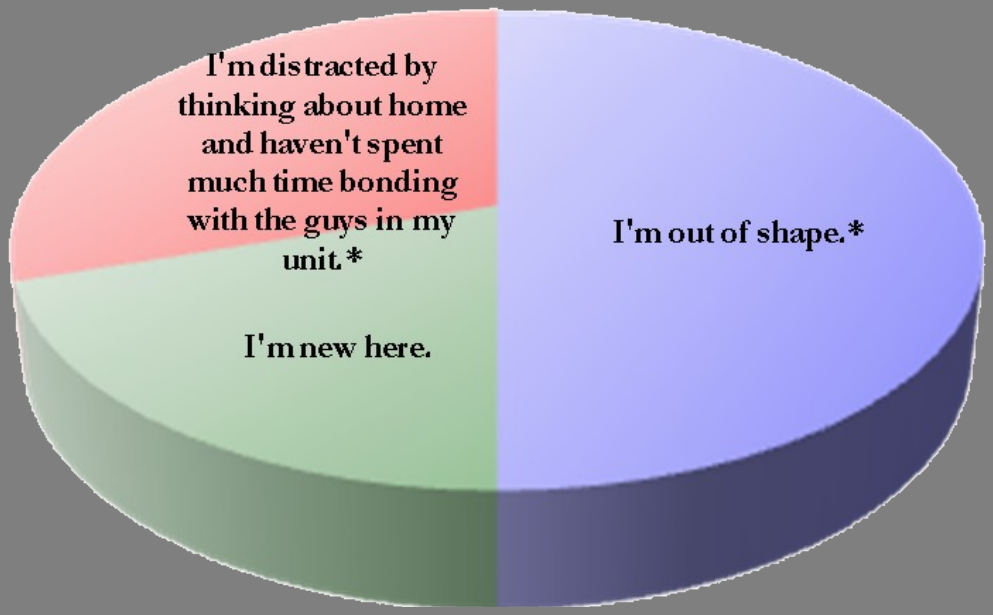
Step 5: What really caused the problem?

Then you'll list the factors you found evidence to support, and pie chart the factors so that the more the factor(s) contributed to the problem, the bigger the slice. Put an asterisk next to factors you can control or influence.

Heat-of-the-moment Chart and Accurate Chart


I'm distracted by thinking about home and haven't spent much time bonding with the guys in my unit.*
I'm out of shape.*
I'm new here.

Step 6: What can you do about it?


I'm distracted by thinking about home and haven't spent much time bonding with the guys in my unit.*
I'm out of shape.*
I'm new here.

1. Mr. Smith is also out of shape. I can find him and do extra physical activities after work.
2. Mr. Smith can eat better.
3. Run/bike on the weekends.

Problem Solving: Debrief

What did you learn through this exercise?

Problem Solving: Applications

How is your knowledge of the Confirmation Bias or Velcro/Teflon Effect important in your role as a Civilian, friend, or family member?

How are flexibility and accuracy important in your role as a Civilian, friend, or family member?

How can Problem Solving be used in the Army to improve performance and build stronger relationships?

Check on Learning

What is the skill? Use Problem Solving to increase flexibility and accuracy in thinking about the causes of problems and to develop effective solution strategies.

When do I use it? Use Problem Solving when you are confronted with a situation that requires a thorough understanding of its causes in order to most effectively solve the problem.

How do I use it? Use the Thinking Trap Critical Questions to identify the factors that caused the problem. Use the tips for avoiding the Confirmation Bias or Velcro/Teflon Effect to gather evidence to determine the accuracy of your thinking. Create a pie chart and develop solution strategies to target what is controllable.

Resiliency

Questions

AAR

What went well

1.

2.

3.

What can be improved

1.

2.

3.